

THE COLLINS CENTER UPDATE

Volume 11, Issue 4

July-September 2009



**THE CENTER FOR
STRATEGIC LEADERSHIP
U.S. ARMY WAR COLLEGE
CARLISLE, PENNSYLVANIA**



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ECONOMIC IMPACTS OF DEFENSE STRATEGY DEVELOPMENT: ETHIOPIAN DEFENSE COMMAND & STAFF COLLEGE

*Professor Bernard F. Griffard, and
Professor John F. Troxell*

Operations and Gaming Division, CSL

Initiated in 2006, the Ethiopian Defense Command and Staff College (EDCSC) is a two year program that combines general academic and military classes and leads to an accredited bachelor's degree. The second class of 38 officers graduated in May 2009. While the general academic curriculum is standardized with the accrediting institution, the military curriculum is dynamic. Originally a U.S. government contract effort, in October 2007 the Commanding General, U.S. Army Central (USARCENT) directed the assignment of U.S. Army Reserve Command and General Staff College instructors to the task. At present there are five instructors (four U.S. Army and one U.S. Air Force) on site with the mission to provide staff

assistance and conduct instruction for the EDCSC.

As with many other countries whose militaries possessed Soviet-era equipment, the Ethiopian military is in the process of a modernization effort. With a modest domestic defense industrial base, Ethiopia's *Foreign Affairs and National Security Policy and Strategy* mandates that the economic and defense sectors should benefit one another, and that factories designed for solely military purposes should also be geared to produce commodities needed by the civilian community. The goal is to reduce negative impact of military spending on the economy. With this goal in mind the EDCSC Commandant requested some additional instruction on the relationship between defense strategy and the economy for the Senior-level EDCSC class. This group was composed of General Officers and Colonels from both Ethiopia and Somaliland.

In response to this request the U.S. Army War College (USAWC) team of Professor Bernard F. Griffard and Professor John W. Troxell conducted an



LTC Keith Everett, U.S. EDCSC Instructor Team member, conducts mission analysis instruction for Batch 2 students.

Report Documentation Page				Form Approved OMB No. 0704-0188	
Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE SEP 2009		2. REPORT TYPE		3. DATES COVERED 00-07-2009 to 00-09-2009	
4. TITLE AND SUBTITLE The Collins Center Update. Volume 11, Issue 4, July-September 2009				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) U.S. Army War College, Center for Strategic Leadership, 650 Wright Avenue, Carlisle, PA, 17013-5049				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 4	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



Professor John F. Troxell, U.S. Army War College, lectures on "Economics & National Strategy" at the Ethiopian Defense Command & Staff College in Addis Ababa.

"Economic Impacts of Defense Strategy Development" seminar at the EDCSC on June 9, 2009 in Addis Ababa, Ethiopia. The focus of the seminar was the relationship between defense strategy development and the domestic and global economic environments. Special notice was taken of the positive and negative impacts of defense strategy on the domestic industrial base, and the economic instruments of trade, finance, aid, and policy. The seminar was well received and opened the door for future discussions in this area.

Responsibility for this professional military education cooperative effort transfers to U.S. Army Africa on October 1, 2009.

A CSL Issue Paper on this subject is available at http://www.csl.army.mil/usacsl/publications/IP_13_09_EnhancingProfessionalMilEdintheHOA.pdf.

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PREPARING FOR NATO MISSIONS: INTEGRATED FORCE PLANNING IN THE ALBANIAN ARMED FORCES

Professor Bernard F. Griffard
Operations and Gaming Division, CSL

Since its January 26, 1994 decision to participate in the Partnership for Peace (PfP) program, Albania has actively supported NATO efforts in the Balkans and Afghanistan, as well as coalition operations in Iraq. Albania's demonstrated commitment to the Alliance was rewarded on April 1, 2009 with their admittance as a full member of NATO.

Gaining NATO membership is not viewed as an endstate by the Albanian Armed Forces (AAF) senior leadership. They are fully aware that membership not only brings benefits, but also responsibilities. One of those responsibilities is the provision of forces capable of operating effectively within an Alliance command structure. To achieve this goal requires that the AAF maintain the momentum of the ongoing transformation of their manning, equipping, and resourcing processes. To assist their planning staffs in this effort, the Albanian Ministry of Defense (MoD) requested a workshop on integrated force planning.

In support of this request, and under the auspices of the USEUCOM Joint Contact Team Program (JCTP), the U.S. Army War College (USAWC) sent a three person team to Tirana, Albania June 22-26, 2009. During this period the USAWC team conducted a workshop that familiarized key planners from the Albanian MoD, the General Staff, the Joint Force Command, the Training and Doctrine Command (TRADOC), and the Support Command with integrated force planning concepts and procedures. The USAWC team members included Professor Bernard F. Griffard and Colonel James W. Shufelt, Jr. from the USAWC Center for Strategic Leadership (CSL), and Professor R. Craig Nation, Ph.D., USAWC Department of National Security and Strategy (DNSS).



Dr. R. Craig Nation, USAWC, leads Force Planning discussions with Albanian Armed Forces planners.

WELCOME TO THE INFORMATION AS POWER

The "Information as Power" web site is an online repository of current and historical articles and documents. Its purpose is to facilitate an understanding of the current and new and difficult environment in order to help us face what we currently face. Unlike sites focused on a specific topic, this site attempts to broadly consider all the dimensions of the physical, informational and cognitive.



DIME BLOG

We have created a blog as the next logical step in our effort by moving it from a static repository of knowledge to a dynamic one by professionals. Our intent is to rotate guest bloggers from the U.S. Army War College with expertise in a variety of security studies. In any given month you may see articles on information operations, cyberspace operations, public diplomacy...among others.

Please join in the discussion. We hope to lead you on this journey to increase the body of knowledge.

Professor Dennis Murphy, Chairman, Information as Power

INFORMATION AS POWER BLOG

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...nation in Warfare Working Group, CSL

available by the U.S. and its other NATO allies. As an active participant in this effort both through the JCTP, and our own International Fellows Program, the USAWC looks forward to a continuing relationship with the AAF and its increasing number of USAWC alumni.

A Center for Strategic Leadership Issue Paper on this subject can be accessed at: http://www.csl.army.mil/usacsl/publications/IP_12_09_preparingforNATOMissions.pdf.

— CSL —

“CLOSING THE SEAMS: TOTAL FORCE SOLUTIONS FOR DEFENSE SUPPORT OF CIVIL AUTHORITIES”

Professor Bert B. Tussing
Homeland Security Issues Group, CSL

The requirement for military capabilities in response and recovery operations following major disasters is well documented. The military's capacity to quickly apply logistical, transportation, communication and associated capabilities to supplement and complement civil authorities is a vital component of

emergency response at every level of government. Moreover, that capacity has been drawn from across the spectrum of the military's strength. Nevertheless, the calculus in meeting occasionally massive requirements that call for the military's support is still not wholly formalized. Mobilization in reaction to natural and manmade events has often revealed a dedicated, but ad hoc response to urgent needs. Compelling demands on the Department of Defense may never allow for dedicated forces, assigned and allocated, in every instance. But artificial barriers, gaps in coordination and integration, and shortcomings in capabilities and equipment may keep us from effectively providing for the needs of our citizens when those needs are greatest.

In recognition of this dilemma, the United States Army War College's Center for Strategic Leadership recently hosted a workshop-symposium, "Closing the Seams: Total Force Sourcing Solutions for Defense Support of Civil Authorities." Held as the latest in the War College's annual Reserve Component Symposium series, the event brought together subject matter experts from across federal, state and local government, and the military which supports them. For two and a half days, these experts focused on the military's support to four specific mission areas among DoD's Defense Support to Civil Authorities (DSCA) requirements: Defense Liaison; Medical Surge and Aero-medical Evacuation; Search and Rescue; and Domestic Incident Awareness and Assessment. The symposium began with a series of expert panel presentations surrounding these mission areas, setting the stage for further examination by dedicated "breakout groups."

Concluding the forum was the presentation of observations and recommendations from the groups to a distinguished Blue Ribbon panel consisting of:

- The Honorable Dennis M. McCarthy, Assistant Secretary of Defense for Reserve Affairs
- The Honorable Christine Wormuth, Principle Deputy Assistant Secretary of Defense for Homeland Defense and Americas' Security Affairs

- Major General Frank J. Grass, Director of Operations, USNORTHCOM
- Major General Kelly K. McKeague, Chief of Staff, National Guard Bureau
- Brigadier General Jonathan T. Treacy, Deputy Director for Antiterrorism and Homeland Defense, the Joint Staff

Most of the breakout groups' attention was devoted to supporting civilian agencies in specific mission areas. As in all matters associated with DSCA, the capabilities the military brings to the fore are designed to complement, not compete...to supplement, not supplant the civilian effort. Most importantly, the military component of preparing for, responding to and immediately recovering from natural or manmade disasters is not designed for, or desirous of, taking charge of those efforts.

With those fundamental concepts as background, the breakout groups were set to work. In order to provide them a conceptual "stepping off point" for their mission areas, the groups were presented the following set of questions:

1. How do we frame the requirement?
2. Given those capabilities and capacities, what is the "delta" requirement for military support?
3. Understanding the requirement, what are the best postured forces for meeting the same – Active, Service Reserves, and National Guard?
4. What are the obstacles in that allocation and orchestration?
5. What recommendations do you have to overcome those obstacles?

These questions were not meant to be prescriptive or constraining, only to stimulate exchange. The only compelling questions for the groups and their facilitators were these:

1. What would you want the leadership of DoD to know about your mission area requirements and problems surrounding them?
2. What do you want them to do about it?

A Sampling of Observations

The breakout group associated with the military's support to Search and Rescue efforts had to deal with multiple interpretations of the nature and extent of the Department of Defense's role and function. Participants noted that the face of SAR has changed markedly with concepts surrounding those activities contained in the National Response Framework (NRF). Addressed as Emergency Support Function 9 (ESF-9) in the NRF, Search and Rescue is one of only two ESFs in the Framework that identifies DoD as a Primary Agency in terms of authorities, roles, resources or capabilities. Cognizant of competing requirements for the resources demanded by the function, participants focused on the distinction between "steady-state" requirements of day-to-day SAR tasks, and "surge" requirements, particularly as envisioned in Catastrophic Incident Search and Rescue (CISAR) plans.

The group devoted to examining Medical Surge and Aeromedical Evacuation entered into their discussion fully aware of the significant support expectations involved with DoD's role in both ESF 8 (Public Health and Medical Services) and ESF 6 (Mass Care). From facilities, to evacuation, to mortuary affairs and beyond, the capabilities and capacities resident in Defense are obvious, as is the need for these same capabilities following major disasters. But participants noted

bureaucratic and legal impediments to activation, mobilization and employment of DoD assets. Concurrently, they noted that these must be overcome for the Department to be most responsive when our citizens' needs are most urgent.

Recent history reminds us that situational awareness in responding to domestic crises is as important as on the battlefield. Every moment lost in assessing the requirement is also lost to addressing the requirement. At the same time, the breakout group devoted to Incident Awareness and Assessment (IAA) had to be exceptionally mindful of the fact that "gaining awareness" could not be accomplished without due regard to privacy and civil liberties issues. At the same time, participants noted that expectation management among public officials as to what was accessible, available and readily attainable in these regimes could lead to confusion on one hand, and discord on the other. Accordingly, the value of educating civil authorities on the capabilities and limitations of DoD's IAA support was a key component of the group's presentation to the Blue Ribbon panel.

The "first face" of DSCA is frequently a component of DoD's defense liaison structure. Formally and informally, the relationships established between the Defense Coordinating Officer (DCO) and his Coordinating Element (DCE), the services' Emergency Preparedness

Liaison Officers (EPLOs), and their counterparts in governmental and non-governmental organizations, are simply essential. Trust and process, regulations and relations, are built here. To ensure that these vital conduits to and from the Department are maximized, the defense liaison workshop group recommended improvements in the selection and screening process for these billets; in the education and development programs designed to strengthen and sustain them; and in the career opportunities made available to personnel who fill them.

An expanded depiction of each of the working groups' findings and recommendations will be available in CSL issue papers later this fall. In taking those recommendations, participants noted that the Blue Ribbon panel was both discriminating and receptive. Challenges were issued against the workshops' presentations at several junctions; at the same time, calls for immediate follow-on discussions were also conveyed. Accordingly, the Assistant Secretary of Defense for Reserve Affairs will hold a "strategy session" on select issues at the War College's Center for Strategic Leadership on 16-17 November. Any immediate questions on the September symposium, the Secretary's November forum, or anticipated follow-on events may be directed to Prof Bert Tussing (bert.tussing@us.army.mil), or LTC Janice King (janice.e.king@us.army.mil).

This publication and other CSL publications can be found online at <http://www.csl.army.mil>.

COLLINS CENTER UPDATE - FALL 2009

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